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C-2. 7079

APR 1956

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT: Comments pertinent to the I.G. Report of 14 July 1956

1. I am in general agreement with the SSA-DD/S Section. Before discussing the five recommendations I would like to add that it is gratifying to note I.G. recognition that the efforts of the SSA-DD/S and the DD/S office have resulted in a stronger and more effective support mechanism for the DD/P. I have gratuitously made some comments on the PAFS and Management surveys which I have included as Tab A to this report.

I believe there is one basic misconception which should be rectified. It is carried in paragraph 6 of the SSA-DD/S Section. The I.G. has indicated that "the extensive monitoring and review of projects and programs, consideration of proposed regulations, and advice and guidance on matters of daily activities," are routine functions which tend to impede the SSA progress toward the primary objective. One must construe "advice and guidance" on daily activities as including the interpretation of existing and development of new policy, and the adjustment and correction of existing procedures. This reflects the continuing effort of this staff. I cannot but feel that this point and the others quoted above have been the most effective media for our development of the primary objective to which the I.G. refers, namely, "harmonious relations between these (DD/P and DD/S) major areas of the Agency." This SSA-DD/S single focal point for 1. DD/P staffing of sensitive matters; 2. coordination and helpful guidance on matters involving major policy considerations; and 3. insuring that the Clandestine Services receive adequate, proper and timely support, is exactly what DD/P desires.

Two points submitted by the I.G. should be corrected. First the SSA-DD/S is actually provided with a staff of 3 assistants instead of 1 as indicated in paragraph 2 of the SSA Section. The second, in the next to the last sentence of paragraph 1, the I.G. states that the Director's orders stipulated that the individual appointed as the Assistant DD/S for Special Support "would not assume any DD/P command authority."

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Actually paragraph 3a(2)(c) of the Director's letter of 3 February 1955 states that the Assistant for Special Support will be "authorized to act for the DD/P in those instances where the DD/P desires to delegate portions of the DD/P's administrative authorities or responsibilities to him."

2. The SSA-DD/S representatives of Logistics, Personnel and Comptroller, contrary to the implication carried in Section II.A.9.a. (Recommendation 1 of the SSA Section), have repeatedly been instructed "to refrain from engaging in support activities for which adequate provisions have been made in their parent organizations." A review of annual reports submitted in January of this year (Tabs A, B, C and D of my 6 March 1956 Annual Report) demonstrated that efforts along this line have been paramount and productive throughout the SSA-DD/S. This is a prime SSA-DD/S responsibility which I discuss in my briefings with each new member coming into the SSA-DD/S. If the progress to date on this point continues it would allow us to carry out the proposal for shifting the remainder of the SSA functions and authorities to a smaller SSA-DD/S within approximately a year. Not only has the number of support activities of this type greatly decreased during the past eighteen months but in each of these fields potential reassignment of some of our current responsibilities to the appropriate Divisions and Staffs or support offices is being considered. This effort will continue at a stepped-up pace.

3. Section II.A.9.b. (Recommendation 2 of the SSA Section) recommends that the [redacted] should be transferred to and be administered by the Executive Officer, DD/P. If these two Units were transferred to the DD/P at this time they would most certainly have to be placed under the jurisdiction of the Executive Officer. However, in my opinion, it would be much more appropriate to have them serve under the administrative officer (Staff) should such an element be established in the DD/P's immediate office. Pending such action these two Units might best be left under jurisdiction of the proposed smaller staff of SSA-DD/S, in line with our DD/S concept of providing support for the DD/P.

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4. Section II.A.9.c. (Recommendation 3 of the SSA Section) recommends the establishment of an administrative officer of senior grade on the Staff of the DD/P. I indicated some months back in my Annual Report that a senior support officer with a group of senior representatives from the key support offices could possibly take the place of the SSA-DD/S and indicated that I desired to pursue this matter further. Although I have

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taken no steps outside of my own office in the pursuit of this subject I could not help but continue to give this concept some further thought. As a result of a more searching analysis of this entire possibility I have come to the conclusion that a small staff of this type could function if it were composed of 1 or 2 generalists and 4 very capable specialists. Therefore, I must agree with the intent of Recommendation 9.e. but realize it is completely unrealistic to consider that the responsibilities involved (authorities and functions) could be carried out by one man as the I.G. recommends. My considered opinion is that a team composed of the following, and including the administrative responsibility for Visual Aids and Publications Control, could properly carry out these DD/P responsibilities:

1 Senior Administrative Officer

2 Senior Administrative Officers (generalists steeped in field experience and DD/P support background.)

1 Finance specialist

To analyze and recommend appropriate action on cases involving financial discrepancies, waivers, write-offs, hardships, allowances and other unusual monetary transactions usually marginal in nature, often critical to the individual and normally requiring SSA, DD/P or DD/S approval.

1 Personnel specialist

To control ceiling and monitor its effective use, assist in emergency and sensitive internal DD/P actions, guide organizational and T/O adjustments.

1 Career Management Officer

To be Secretary of the CS Career Board reviewing career management practices, supervise the work of secretaries (these are Office of Personnel people) of CS Panels and at the direction of the CS Career Board disseminate the appropriate policy shifts throughout the DD/P and maintain CS career management uniformity of purpose and action.

1 Logistics specialist

To provide internal DD/P control of parking spaces; allocations, review and recommendations regarding space; handling of emergency utility problems; maintenance of smooth liaison with Administrative Services personnel to keep minor problems in this field from disturbing the regular flow of business through the DD/P.

3 secretaries

1 Registry clerk

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I would recommend that this group be recognized as a basic requirement to fill the needs of the DD/P and that my office work toward the early reduction of the SSA-DD/S (within the next twelve months) to approximately the above size. Following the accomplishment of this goal, consideration could more appropriately be given as to whether this group should remain as a part of the DD/S Staff or be transferred to the DD/P. (The work to be carried out by the 4 specialists mentioned above is presently being carried out by the full time services of 3 individuals on this staff and the part time work of a 4th.)

5. Section II.A.9.d. (Recommendation 4 of the SSA Section) has recommended redelegation of DD/P functions and authorities from SSA-DD/S to an Administrative Officer, DD/P. Until such time as a suitable administrative arrangement can be transferred to or set up in the immediate office of the DD/P, the functions and authorities delegated to the SSA-DD/S should be carried on this Staff (See Tab B).

As indicated in paragraph 4 above, it will always be necessary for DD/P to have a facility to which he can delegate authority for carrying out internal DD/P general administrative functions such as priority handling of budget and fiscal shifts; control and allocation of ceiling, T/O's and career management work; space adjustments, public utility plans and parking space allocations.

6. Section II.A.9.e. (Recommendation 5 of the SSA Section) recommends reduction of the administrative workload. This has also been a primary endeavor of mine in the past year and a half. An exhaustive "Admin Workload Survey" was made by a joint FI, PP and support team in the fall quarter of 1954. This Study produced 17 recommendations for action of probable benefit to the operating officials. The SSA(A) has been guiding the efforts of various support and operating officials, since the Study was issued, toward the accomplishment of those recommendations. (Tab H of my first Annual Report submitted 6 March 1956 carries a detailed account of the progress made up to that time on each of these 17 recommendations.) The work of this Staff does not, however, stop with this Survey alone. For instance, in the constant review of the support aspects of operations and the coordination, review and revision of regulations we pursue daily activities in this direction.

The efforts of this Staff in the consolidation of planning and budgeting cycles have for example eliminated two detailed reports formerly required of the DD/P Staffs and Divisions. Recent efforts which I have made with Office of Logistics representatives have resulted in the elimination of the requirement for an annual materiel requirement forecast

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which had been an excessive burden on both the field and headquarters in previous years. We have carried on a concerted program since the

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in 1956.

One point to bear in mind on this administrative workload problem is the fact that operators are becoming increasingly aware that "administrative workload" is not synonymous with support workload. The Study made a year and a half ago, as well as recent reviews of individual cases where complaints of "administrative workload" have come to my attention, indicates that a large part of this workload stems from Desk, Branch, Division and senior Staff requirements upon the field as well as the requirements of some of the field Station and Base Chiefs themselves. One such case involving 23 so-called administrative burdens turned out to reflect three-fourths of these burdens as emanating from operational elements rather than support elements of the Agency. This information should not, however, give us cause for complacency and this Staff, or its successor, will always have the responsibility of recommending to both operational and support senior officials ways and means of lightening this burden to provide for the most efficient use of our manpower in the pursuit of our assigned operations.

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Special Support Assistant
to the
Deputy Director (Support)

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